

**Third EMS Initiative for Local Government Entities**  
**Interview Scoring Matrix**  
November 2002

Organization	Location	Fenceline	Comments
Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority	Charlottesville, VA	Moore's Creek Wastewater Treatment Plant Complex (and possibly RSWA's inactive landfill)	Management participated in 2-day COTA training. Executive Director has thorough private sector EMS implementation experience, very comfortable with the process, and experience with obtaining "buy-in" at all levels. Maintained and continually improved stakeholder relationships (list serve updates), even on "bad news" issues. Developed relationship with Sharon Baxter as a mentor, meetings with Roanoke and Manassas to discuss Greenware Software. Very knowledgeable and dedicated, led the interview for us.
Oakland County Drain Commissioner's Office	Waterford, MI	Walled Lake/Novi Wastewater Treatment Plant	Strong top management understanding and commitment. Good knowledge of what's involved in EMS implementation through their ISO 9000 activities. Receptive organizational culture; strong outreach potential through active involvement with NACO, Michigan Counties Association, and AWWA; excellent communication potential with neighborhood groups. Resource commitment, "how can we not do this".
Kent County Department of Public Works	Dover, DE	Wastewater Treatment Facilities	Top management (& Private Consultant) involved in the interview. Obvious priority given to EMS. Unique fenceline opportunity w/ public and private entities together. Several government entities being forced/prompted to develop EMS, including direct customers, thus transferability and mentoring potential. Budgeted for extra travel money, on top of initial costs. Written responses in preparation for initiative interview. Prepared and dedicated.
City of Las Vegas	Las Vegas, NV	Environmental Division	Currently in the process of developing EMS components. Active participation and support from the City Manager. A receptive organizational culture. Buy-in and involvement Employees are supportive of existing efforts to achieve APWA accreditation. Good external communication potential.
Clark County Department of Public Works	Vancouver, WA	Equipment Services Department	Strong top management commitment. The DPW has embraced a continuous improvement philosophy and has established Leadership Teams to address targeted areas – complements EMS nicely. Resources have been appropriated with a commitment to provide

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			overtime to employees involved with EMS. The fenceline is well-defined.
Sacramento Municipal Utility District	Sacramento, CA	Energy Supply Business Unit	Have some elements of EMS in place (needs improvement and modernization); timing is good because they are reorganizing (top management priority) and looking at an integrated system and they see the EMS as a delivery vehicle; environmental issues already established as priority with employees across the fenceline; good communication potential due to their leadership role in several professional orgs, including CA Municipal Utility Association where they hold the chair. Active with other utilities in the state and nationally.
City of Los Angeles Department of Public Works	Los Angeles, CA	Bureau of Sanitation	Currently involved with the National Biosolids Partnership. Understands the EMS process and can utilize in-house EMS expertise for new effort.
Metro Waste Authority	Des Moines, IA	All activities except admin, sales, marketing, and customer service functions	EMS is part of the organization's business plan. They view the EMS as an opportunity to enhance their public image and educate interested parties. A leader within the solid waste sector with strong opportunities for outreach.
Orange County Convention Center	Orlando, FL	Facilities Maintenance, HVAC, and Building Services	Very motivated management; driven strongly by public image perception of them as responsible members of the community and good neighbors; good communication with state and county regulators and with other convention centers; rather ad hoc management of environmental issues right now and they want to do the right thing
Central Puget Sound Regional Transit Authority (Sound Transit)	Seattle, WA	Agency-wide	Time and resources already allocated; young organization and not much established bureaucracy to impede cross-functional involvement and participation; EMS already built into performance goals of EMS leadership team; good top management support, understanding and commitment; staff time and resources made available; problematic to get buy-in on some environmental issues in ongoing construction activities
City of Kansas City Department of	Kansas City, MO	City's Household Hazardous Waste Facility	City-wide EMS across various departments /facilities, thus potential transferability opportunities. Consistent support from top

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Environmental Management			management over the last 5 years with City EMS and is dedicated to assessing the benefits of ISO conformance. Private Industry EMS experience w/ both ISO 9000 and 14001. NAMA award for Best Facility in the Nation, currently operating at capacity and looking for additional efficiencies.
City of Richmond Department of Public Works	Richmond, VA	Facilities and Operations	Complete environmental audit (private firm), ISO 14001 training with Bob Herbert and Jim Sharsmith, committed to Roanoke's next session. Good mentoring/technical assistance relationship w/ LRC, nearing APWA/SWANA accreditation (well received by shopfloor), funding secured, simultaneous EMS development through Roanoke program (potential resource strain as well).
<b>Candidates that Withdrew their Application</b>			
Fairfax County Public Schools	Fairfax, VA	Facilities Services and Transit Services	Operational Timing/Financial Concerns
City of Yonkers	Yonkers, NY	Waterfront Development Program	Financial Concerns
Metropolitan Transit Authority	Houston, TX	Field Service Center	Operational Timing/Financial Concerns